

During the meeting

- Review and agree performance against your chosen competency framework.
- Give feedback from yourself and other appropriate colleagues.
- Agree individual development plans and review on regular basis.
- Discuss current and future activity such as shadowing and mentoring.
- Discuss succession plans for the leadership team and any critical roles.
- Agree recommendations for next role for those ready for a role move.
- Discuss the longer-term aspirations of the interviewee.
- Develop a clear personal development plan for the



Reflective practice: preparation questions

1. What are their main responsibilities?
2. What have they achieved since their last review?
 - What have they done particularly well?
 - What examples of their work demonstrate this?
3. What have they enjoyed doing most since their last review?
4. What have they found difficult? Why?
 - What support do they need?
 - Were there any barriers to their achievement?
5. Is there anything they would like to do that they don't do now?
6. How does their role help make an impact on patient care?
7. What feedback have they received from others that demonstrates their Trust's / professional body's values and behaviours?
8. What plans do they have for their professional development/career/job role?

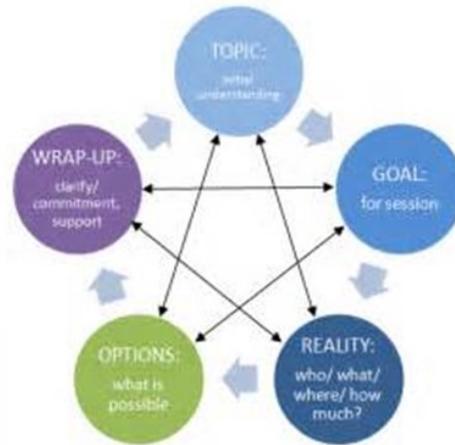
Hosting a Talent Management Conversation

A Guide for Interviewers



Preparing for the discussion

- Give enough notice for both parties to have enough time to plan the meeting and reflect on their performance.
- Find a mutually convenient venue that is private and without the possibility of being interrupted.
- Consider the time of day when you will have the discussion.
- Plan enough time for the discussion; if you finish early, that's a bonus!
- Read through your documentation and prepare for the discussion.
- Bring any additional competency or behavioural frameworks you may wish to reference in the discussion.



TGROW Model

Helpful Question Types for 'Topic'

- What would you like to talk about?
- What would you like to develop?

Helpful questions for 'Goal'

- What outcome are you seeking by the end of the conversation?
- What is your long term goal?

Helpful questions for 'Reality'

- What is the present situation?
- Who can support you?

Helpful questions for 'Options'

- What could you do?
- What options can you create?
- Which options is most appealing?

Helpful questions for 'Way Forward'

- What will you do?
- When will you do it?
- What support do you need to accomplish it?
- How strong is your intention?

Manager Responsibilities

- Allow enough time and space for the conversation.
- Plan the conversation and identify where this fits into the local, regional and national picture.
- Identify, develop and, where possible, retain talent.
- Conduct performance reviews and individual personal development planning.
- Facilitate the development of high-potential individuals.
- Monitor individuals development and achievement and track their progress.
- Act as a coach and mentor.
- Be a role model of your organisation's/professional body's values and ethics.

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